



**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES' JOB
SATISFACTION: THE CASE OF ETHIOPIAN LOGISTICS AND
SHIPPING SERVICE ENTERPRISE**

BY

ADMASIE MAMUYE

ADVISOR

SOLOMON MARKOS (PHD)

August 2019

SMU

ADDIS ABABA, ETHIOPIA

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES' JOB
SATISFACTION: THE CASE OF ETHIOPIAN LOGISTICS AND
SHIPPING SERVICE ENTERPRISE**

BY

ADMASIE MAMUYE

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN GENERAL MANAGEMENT (MBA)**

August 2019

SMU

ADDIS ABABA, ETHIOPIA

**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES' JOB
SATISFACTION: THE CASE OF ETHIOPIAN LOGISTICS AND
SHIPPING SERVICE ENTERPRISE**

**BY
ADMASIE MAMUYE**

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Date

Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

DEDICATION

This study is dedicated to my hero's Anget Mkuriya and Mamuye Dametew for their passion to keep me in academy and being a model to me to win challenges throughout my life.

Table of Content

Table of Content	i
Acknowledgment.....	iv
Abbreviation.....	v
List of Table.....	vi
List of Figure.....	vii
Abstract.....	viii
CHAPTER ONE:.....	1
INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	2
1.3. Objective of the Study.....	4
1.3.1. General Objective.....	4
1.3.2. Specific Objective.....	4
1.4. Significance of the Study.....	4
1.5. Scope of the Study	4
1.6. Definition of Term.....	5
1.7. Organization of the Paper.....	5
CHAPTER TWO:.....	6
REVIEW OF RELATED LITERATURE	6
2.1. Theoretical Review.....	6
2.1.1. Leadership style.....	6
2.1.1.1. Transformational leadership.....	7
2.1.1.2. Transactional leadership.....	8
2.1.1.3. Laissez-fair leadership.....	9
2.1.2. Leadership theory.....	10
2.1.2.1. Trait theory.....	10
2.1.2.2. Behavioral theory.....	10
2.1.2.3. Contingent theory.....	11
2.1.2.3.1. Fiedler contingent theory.....	11
2.1.2.3.2. Path goal theory.....	12
2.1.2.3.3. Situational leadership theory.....	12
2.1.3. Employee satisfaction.....	13
2.1.3.1. Concept of employee satisfaction.....	13
2.1.3.1.1. Intrinsic satisfaction.....	14

2.1.3.1.2. Extrinsic satisfaction.....	15
2.1.3.2. Theory of employee job satisfaction.....	15
2.1.3.2.1. Content theories.....	15
2.1.3.2.2. Process theories.....	15
2.1.3.2.3. Situational theories.....	15
2.2. Empirical Literature.....	15
2.3. Conceptual Frame Work.....	19
CHAPTER THREE:.....	20
RESEARCH DESIGN AND METHODOLOGY.....	20
3.1. Research Design and Approach.....	20
3.2. Data Type, Source, Method and Collection.....	20
3.2.1. Data type and Source.....	20
3.2.2. Method of Data Collection.....	20
3.3. Target Population and Sample Design.....	21
3.4. Procedure of Data Collection.....	22
3.5. Reliability and Validity.....	23
3.6. Data analysis and Presentation	24
3.7. Ethical Consideration	24
CHAPTER FOUR:.....	25
RESULT AND DISCUSSION	25
4.1. Response Rate.....	25
4.2. Demographic Information of the Research	26
4.3. Analysis of Collected Data	27
4.3.1. Result	27
4.3.1.1. Descriptive Statistic.....	27
4.3.1.2. Correlation.....	34
4.3.1.3. Regression Analysis.....	36
4.3.2. Discussion.....	40
CHAPTER FIVE:.....	43
SUMMARY, CONCLUSION AND RECOMMENDATION.....	43
5.1. Summary of Finding.....	43
5.2. Conclusion.....	44
5.3. Recommendation.....	45
Reference	

Appendixes

Appendix I: Questionnaire

Appendix II: Interview

Acknowledgments

First and for most I would like to thank the almighty God with His Mother for helping me throughout my life and in conducting my research paper, and I would like to express my deepest gratitude to my advisor Dr. Solomon Markos for his valuable guidance, constructive suggestion, professional advice that help me to finish this research paper and also I thank to my lecturers who share knowledge in MBA programme, staff of the university those who support me for the last 2 years. Lastly I would like to thanks the employees of Ethiopian logistics and shipping service enterprise for their valuable response and contribution during study this paper. Finally I want to express my thanks to my friend Dawit Hailu and Yohannes G/Eyesuse for their financial support when I faced financial limitation.

List of Acronyms and Abbreviations

SPSS = Statistical Package for Social Science

ELSSE = Ethiopian Logistic and Shipping Service Enterprise

UD = Undefined

LLS = Laissez-fair Leadership style

TMLS = Transformational Leadership Style

TNLS = Transactional Leadership Style

List of Tables

List of Tables'	Page
Table 3.1.Number of Employees in Each Sector	21
Table 3.2.Sample Distribution for Each Sector	22
Table 3.3.Reliability Test of the Variable	23
Table 4.1.Demographical Statistic	26
Table 4.2.Summary of Mean and Standard Deviation on Laissez-Fair Leadership Style	27
Table 4.3.Summary of Mean and Standard Deviation Result of Transformational Leadership Style	28
Table 4.4 Summary of Mean and Standard Deviation of Transactional Leadership Style	30
Table 4.5.MeanAnd Standard Deviation of Response on Employee's Job Satisfaction	31
Table 4.6.Summary of Mean Value on Leadership Style and Employees Satisfaction	33
Table 4.7.Correlation Summary between Leadership and Employees Satisfaction	34
Table 4.8.Summary Variable Entered in the Model	36
Table 4.9.ModelSummary	36
Table 4.10.ANOVA Analysis	37
Table 4.11.Regression Analysis	38

List of Figures

Figures	page
Figure2.1. Path Goal Frame Work	12
Figure2.2. A Model of Psychological Contact	14
Figure 2.3. Conceptual Frame Work	19

Abstract

This study was entitled the effect of leadership style on employees' job satisfaction: the case of Ethiopian logistic and shipping service enterprise. The reason of conducting this study is to determine the effect of leadership style on employees' job satisfaction in ELSSE. Throughout conduct the study, the researcher applied explanatory research design and mixed research approach. The study was addressed 637 employees; from this number researcher had taken 151 participants as a sample, and applied stratified sampling technique to address them. The study used primary and secondary data to reach a certain conclusion, collected data was analyzed by descriptive and inferential statistic by using SPSS 20. The findings help me to reach a certain conclusion these are three leadership styles like transformational, transactional and laissez-fair are applying jointly in the enterprise. ELSSE Employees are feel satisfaction, but they feel necessity to continue with employer. Leadership style has strong positive relationship with employee' job satisfaction but transformational leadership style has more effect on employees' job satisfaction.

Key words: leadership, leadership style, job satisfaction, Ethiopian logistics and shipping service enterprise.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

As Stoner and Freeman (1989) leadership involves other people – subordinate or follower by their willingness to accept direction from the leader, group member held define the leader status and make the leadership process possible, without subordinate all the leadership qualities of managers would be irrelevant (Stoner & Freeman, 1989).

Leadership style state characterizes the interaction between leader (managers) and their follower (staff member) is most important in terms of employee efficiency and productivity (Belonio, 2012).

According to Kaila (2012) as cited in Smith (1969) employee satisfaction as the feeling an individual has a beauty his and her jobs. Kaila (2012) cited lock (1969) suggest that employee satisfaction was a positive or pleasurable reaction resulting from appraisal of one's job, job achievement or job experience.

Leadership style relate positively with how employees perceive their job as well as their overall satisfaction at work (Bycio, Hackett and Allen,1995; Niehoff, Enz and Grover, 1990 cited by Tetteh and Brenyah 2016 p.15). Leadership style is one of the significant concept affecting employee attitude and behavior which might also affect the feeling and thought of the employee (Cetin, Karabay and Efe 2012). As they said effective leadership and employee job satisfaction are considered to be the fundamental factor for organization success, employees are the most important asset in the organization through adopting appropriate leadership style. Leader can affect employee job satisfaction, (Cetin, Karabay and Efe 2012).

The Ethiopian Shipping and Logistics Services Enterprise (ESL for short) is the result of this merger. This newly amalgamated enterprise came into being following the issuance of Regulation by the Council of Ministers (Regulation No. 255/2011), and is vested with the huge responsibility of rendering sea-transport & logistics services to the country's importers, exporters, and investors in a more effective and efficient way, by reducing transit time, cost and hand offs. Besides, a truck operating company named Comet Transport SC has recently

been transferred to ESL following a government decree issued in the mid of 2014. (Enterprise HRM 2011), this study helps enterprise to understand the effect of leadership style on employees' job satisfaction through using questionnaires which derived from theories of three leadership styles and employee's job satisfaction.

1.2. Statement of the Problem

In a competitive business world all organization need to get a competitive advantage against one another, thus they want qualified employee to undertake the business efficiently and effectively, because without qualified manpower contribution business organization couldn't succeed and administering the organization perfectly. Therefore, employees should be handled and lead properly but the trend it show that in most organization leaders didn't practice leadership qualities and behavior in different reason, consequentially this knowledge gap will expose employees for feeling disappointment. When it grow up it might create impact on employee's turnover, because sometimes the company leadership style may not be preferred by employees'.

According to Neil (2014) as cited in Melum (2002 p. 60) referred to leadership is the ability to demonstrate when you influence other to act in particular way. Through direction, encouragement, sensitivity, consideration, and support, your inspire you follower to accept challenge and achieve goal that way be viewed as difficult.

There are different leadership styles existing in the world like autocratic, bureaucratic, laissez-faire, charismatic, transformational, and transactional leadership style. Each leadership style has been their own nature and characteristic and also all leadership styles has their own place where its success towards leading employees absolutely.

Rochelle (UD) as cited in Spector (1997, p.112) as he said Employee satisfaction is the way people feel about their job and the different aspect of their job. According Voon, Lo Ngui..et al.. (2011) as cite in Robbins (2005) Kehurst, Comeche and Golindo (2009, p. 25) state Job satisfaction is pleasing emotional state from the appraisal of one's job, this indicate that people develop attitude to their job by considering their emotion.

Employee satisfaction is determining by different factors such as compensation package, working condition, communication among employee, and company leadership style. The types of leadership style we apply can determine the level of satisfaction mean, it is able

to either motivate or discourage employees. As Heidi Chang (UD) said increase in job satisfaction cannot be separated from the role of leader in the organization. Employees' perception towards leadership behavior is an important predictor of employees' job satisfaction and commitment (Lok & Grawford Jaskyt 2004, p.228 cited by Cetin.Kalabay and Efe 2012)

Several studies have also examining the relationship between factors like leadership style and employee satisfaction and occur that leadership has a significant impact on job satisfaction and organization commitment (Lok& Crawford 1999.William & Hazar, 1986, Mosadegh Rad &Yarmo Hamonadian, 2006, p. 24 cited by Voon, Lo Ngui.. et al.. 2011)

During preliminary survey, the researcher gathered some information that was required to examine the enterprise leadership problem in deep. After preliminary survey the researcher tried to know main leadership problems these are; they don't offer contingency reward for employees, employees are not considered as a participant in decision making process, leaders prevent problems when the problem occurred and they are not giving a mandate for employees to make their own decision. The above enterprise leadership practice problems may create effect on job satisfaction either directly or indirectly means, if the practice is not appreciate and preferred by employees, they feel job dissatisfaction because leadership style can affect employees job satisfaction. For efficiency purpose an effective leadership style one that positively affect employee satisfaction (Jurner and Maver ,2005 cited by Beloni 2012 p.115). Cetin, Karabay and Efe (2012) as cite in Chen and Spector (1991), Brackner (1998) Decremer (2003 p.31) also noted that negative leader employee interaction can have a negative influence on employee satisfaction sign of stress and unwilling to go to work.

So the main reason for conducting this study is to analysis the gaps in ELSSE context that occur between enterprise leadership style and how they do perceive the existing leadership practices, to answer whether employees are satisfied or not and what is the contribution of leadership style in job satisfaction. For this reason, the study distinct enterprise leadership style, measure employees' job satisfaction, the relationship between leadership style and employees' job satisfaction and it also show the effect of leadership style on employees' satisfaction in ELSSE context only. In order to full fill this knowledge gap, the study addressed the following questions.

Research Questions

When research under take this study, the research addressed the following questions

- ❖ What type of leadership style does the enterprise dominantly use?
- ❖ What is the level of employees' job satisfaction in ELSSE?
- ❖ To what degree does leadership style relate with employees' job satisfaction in ELSSE?
- ❖ To what degree does leadership style effect on employees' job satisfaction in ELSSE?

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of this study was examined the effect of leadership style on employees' job satisfaction: the case of Ethiopian logistic shipping and service enterprise.

1.3.2. Specific Objectives

In addition to general objective the study was achieved the following objective

- ❖ To examine the enterprise leadership style.
- ❖ To assess the level of employees' job satisfaction in ELSSE.
- ❖ To assess relationship between leadership style and employees' job satisfaction in ELSSE.
- ❖ To examine effect of leadership style on employees' job satisfaction in ELSSE.

1.4. Significance of the study

The main reason of conducting this study is importance to show gap between leadership style and employees job satisfaction for enterprise. The finding helps managers to identify the area of improvement related with leadership style and to solve the entire problem based on information which collected from respondents, on the other hand the study has been beneficiary some groups like researcher and organization as whole but it involves managers, employees, customers and stakeholders.

1.5. Scope of the Study

The study examined the effect of leadership style on employees' job satisfaction by using explanatory research design. Mainly the study more emphasized on three leadership style, these are transformational, transactional and laissez-faire leadership style and employees' job satisfaction. it was conducted from February up to May 2019 GC at head

office Addis Ababa Ethiopia around LEGHARE. During conducting this study, the researcher addressed 4 sectors, 13 departments, and 637 employees but only 151 employees participated directly as a sample.

1.6. Definition of Term

Leadership: Leadership is defined as influence that is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goal (Wehrich and Koontz 1994).

Leadership style: Leadership style state characterizes the interaction b/n leader (managers) and their follower (staff member) is most important in terms of employee efficiency and productivity (Belonio 2012).

Laissez-fair leadership: leader attempt to exercise very little control or influence over group member, a member is given a goal and mostly left alone to decide how to achieve it (Herbert and Ray 1981).

Transformational leadership: The leaders who transform vision in the reality and motivate people to transcend their personal interest for the good of group (Bateman and Snell 2003)

Transactional leadership: transactional leaders clarify organizational role and task, set up on organizational structure, reward performance and provide for the social needs of their follower (WehrichVonnice and Konntz2008).

Job Satisfaction: psychological and disposition of people towards their work Kaila (2012) cited Schalty (1982).

1.7. Organization of the Paper

The study was organized in five chapter, the first chapter was deal with introduction part of study (statement of the problem, research question, objective scope of the study), the second chapter was involved related review literature (theoretical and empirical and conceptual framework), the third chapter was agreed on research design and methodology (research design and approach, data type source and method of collection, target population and sampling design and data analysis technique). The fourth chapter was contained result and discussion (analysis, interpretation), the final chapter contained summary, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature

In any organization there are different factor that affect organization accomplishment, those factor are emerging either within the organization or outside the organization and these are an obstacle for organization to accomplishment of goal, and one of the factor which exist in organization is leadership style of the company. According to Chandan (1997) if there is any single factor that differentiate b/n successful and unsuccessful organization, it could be considered as dynamic and effective leadership or the lack of it, in managing no matter how competent you are as a manager and decision maker, your ultimate success will depend upon whether you are able to lead it.

2.1.1. Leadership Style

Most of the time, in the process of direct, influencing and motivating employees leaders using various leadership style that feet with existing situation because based on situation like employee character in terms of educational background, age, sex, working culture, sector of business, nature work, work environment and other factors, from this point of view the type of leadership style we desire is indifferent because one leadership style might not be success in all circumstance.

Leadership style state characterizes the interaction b/n leader (managers) and their follower (staff member) is most important in terms of employee efficiency and productivity (Belonio, 2012).

According to Herbert and ray (1981), Goitom (2012) it is a behavior exhibited by a leader during supervision of subordinate., a leader typically way of behaving towards group members can be classified as “leadership style” is the leaders are autocratic, rigidly, controlling sort, democratic one asking for group opinion or laissez fair leader who takes title action to influence the group. James, Edward and Daniel (2009) two leadership function task related and group maintenance tends to be expressed in different leadership style. As view of Weirhich, Vannice and Koontz (2008) fielder set forth tow major style of leadership one of this is task oriented , that the leader gaining satisfaction from seeing task performed , the

other one is primary focus on achieving good interpersonal relationship and attaining a position of personal performance.

2.1.1.1. Transformational Leadership

James, Edward and Daniel (2009), explain transformational leadership style leader who through their personal vision and energy, inspire follower and have a major impact on their organization. According to Ann (2007) leader need to have vision and be creative, innovative, and capable of inspiring other. Transformational leadership who distinguish feature is the ability to bring about significant change, leader do this by motivating follower , not just to follow them personality but also to believe in vision of the organization or political transformation.

It emphasizes follower intrinsic motivation and personal development, they seek to align follower aspiration and need with desired organization outcomes (Cetin, Karabay and Efe 2012). Leaders encourage their staff to internalize the process of creativity thinking by providing intellectual stimulation (Jang, Chow, and Wu, 2003 cited by Cetin, Karabay and Efe 2012 p.230).

As Griffin (2000) said leadership that gone beyond ordinary expectation by transmitting a sense of mission , stimulating learning experience and inspiring new way of thinking because transformational leaders increasingly are seen as vital to the success of business.

The leaders who transform vision in the reality and motivate people to transcend their personal interest for the good of group (Bateman and Snell, 2003) as he said transformational leader get people to transcend their personal interest for the sake of large community. Wehrich, Vannice and Koontz (2008) transformational leader can shape organization culture and create a climate favorable for organization change. Research that found that when leaders engage in transformational leadership that subordinate tend to have higher level of job satisfaction and performance (James and George, 2009).

Ibraheem, Mohammad, Al-Zeaad..et al.. (2012) it require a careful leadership with clear vision which believe that success excellent and creativity require constant adoption with external changes. Ibraheem, Mohammad And Al-Zeaad (2012) cite Yammarino (1994) defined transforming leadership as the one which motivate follower to do more than they are

expected to do in way that upgrades the individual level of awareness of the importance and value of output and how they are produced.

James and George (2009) list 3 way of transforming subordinate

- ❖ Have increased awareness of the importance of their job and high performance.
- ❖ Are aware their own need for growth, development and accomplishment.
- ❖ Work for the good of the organization and not just their own personal benefit : as he said when manager transform their subordinate in these three ways, subordinate trust manger and highly motivated and helps the organization to achieve its goal.

Transformational leader seek to match follower interest and needs with the most desired organization outcome and faster followers commitment to the organization by inspiring them to go beyond their expected level of performance (Mila, Nichale, Karlos, Jackko and Ali, 2006; Bass and Riggio, 2006; Bass, 1998; cited by Tetteh and Brenyah 2016 p.13).

It as a leadership style that seek to positively transform the follower and achieve the desired change through strategy and organization structure (Rex et al., 2012 cited by Mohammad, DjabirNadHaris..et al.. 2016 p. 682).

2.1.1.2. Transactional Leadership

Leader who determine what subordinate need to do achieve objective, classify those requirement and helps subordinate become confident they can reach their objective (James, Edward and Daniel 2009, Wehrich, Vonnnice and Koontz 2008, Stoner, Freeman and Gilberts, 1998). It emphasizes work standard, assignment and task- oriented goal it to fail on the task completion and employee compliance and relies on organization rewards and punishment to influence employee performance (Burns, cited by Belonio 2012 p.113). Tetteh And Brenyah (2016) cite Northouse, (2010 p. 14) transactional style of leadership on the other hand is the kinds of leadership that gains acceptance through the use of reward, promises and by giving other form on incentive and remuneration that would satisfy follower immediate needs and enhance immediate performance.

As view of Bateman and Snell (2003) transactional leader view management as a serious of transaction in which leader use their legitimate , reward and coercive power to give commands and exchange reward for service rendered it doesn't excite , transfer power or inspire people to focus on the interest of the group or organization.

These theories proposed on exchange of want between leaders and follower (Avidid, 2007; cited by Saeid 2014 p.18). Transactional may be tangible or psychic , however these relationship don't last long transactional leadership concern itself with granting, rather than exerting, power (Saeid, 2014).

According to WehrichVonnice and Konntz (2008) transactional leaders clarify organizational role and task , set up on organizational structure , reward performance and provide for the social needs of their follower. Nidadhavolu (2018), cit Burns (1978) referred transactional leadership as to one that focuses on the changes that happen b/n leader and their follower similarly manager who offer raises to employees who exceed their goal are displaying transactional leadership.

James and George (2009) Transformational manger use their rewarding and coercive power to encourage high performance as he said manager who effectively influence their subordinate to achieve goal yet do not seem to be making the kinds of dramatic change that pert of transformational leadership are engaging in transactional leadership.

2.1.1.3. Laissez- Fair Leadership

Herbert and Ray (1981) leader attempt to exercise very little control or influence over group member, amember is given a goal and mostly left alone to decide how to achieve it. Laissez-fair style leaders maintain a hand off approach and are rarely involved in decision making and contributing any guidance and direction (Nidodhavolu, 2018) the subordinate of laissez-fair leaders have to seek other source to assist them in making final decision (Liphadi, Aigbovboa, Thwalu, 2015; cited by Nidohavola 2018 p.21).

The leader gives wide latitude to this follower in making their own performance, free –rein leader permit the follower to set their own goal and to adopt means of achieving them (Chatterjee 1996). As view of Wehrich, Vonnice and Koontz (2008) laissez fair leaders use his or her power very little, if at all giving subordinates a high degree of independence in their operation.

Goitom (2012) list characteristic of laissez fair leadership style as follow

- ❖ Leader doesn't set goal to the group.
- ❖ Decision is made by who ever in the group is willing does it.
- ❖ Individual may have little interest in their work.
- ❖ Moral and team work are generally low.

- ❖ Usually productivity is low and work is sloppy.

A leader who avoid or doesn't not interfere with the work assignment or may entirely avoid responsibilities and does not guide or support the followers can be considered as a laissez-fair style of leader (Nidodhavolu, 2018). This style of leadership doesn't make decision regularly and offers little care guidance sense of encouragement to their subordinate (I bid).

2.1.2. Leadership Theory

During the first several decade of this century a number of different theories and approach to studding have been developed

2.1.2.1. Trait Theory

Chandan (1997) "Ralph Stodgily" who studied the subject of leadership must extensively "a person doesn't become a leader but virtue of the possession of some combination of trait, but the pattern of personal characteristic activities and goal of the followers". As view of Chandan (1997) leader are born and not made and leadership is a function of such inborn trait as intelligence, high motivation perception, socio economic status, maturity, need for actualization, self assurance and so on.

"Eugene E. Janming" concluded "fifty years of studies have failed to produce on personality trait or set of qualities that can be used to discriminate leader and not leader" (Chandan, 1997). Leadership concerned with identification of leadership trait or qualities , ten essential qualities of leaders as suggested by Ordway Teud , include physical, sense of purpose , enthusiasm , friendless, affection, integrity, technical mastery , decisiveness, intelligence, teaching skill, and faith (Chatterjee, 1996).

James and George (2009) decade of research /beginning in the 1930 hundreds of studies indicate that certain personal characteristic do appear to be associated with effective leadership but trait alone are not the key to understand leader effectiveness.

2.1.2.2. Behavioral Approach

Chandan (1997) the behavioral approach studies leadership by looking at leaders in terms of what they do "this theory is contradict with trait theory b/c trait theory focus on personality of individual who are leader means it describe leader in terms of " what they are "

According to Chnadan (1997) leadership effectiveness is determined in terms of how leader delegate their task, how they communicate with and motivate their follower. Notable among research studies in this area are the one conduct at Ohio state university and university of Michigan, this studies defined two independent demission of leader behavior. These two dimensions are:

- A. **Consideration:** it refers to the extent to which there is a rapport between leader and the group (Chandan, 1997). Chatterjee (1996) the degree to which the leader behavior towards his follower is characterized by mutual trust, mutual respect, support for subordinates idea and regard for their feeling. Manager who truly look at for the well being of their subordinate and do what they can to help subordinate feel good and enjoy their work perform consideration behavior (James and George, 2009)
- B. **Initiating structure:** it refer to the extent to which a leader is taking oriented , his effort to get things organized and get the job done and his abilities in utilizing resource and personnel at optimize level (I bid). It deal about leader define and organize his own role as well as the role of subordinate (Chatterjee, 1996).

According to James and George (2009) assigning task to individual or work group, letting subordinate know what expected of them.

2.1.2.3. Contingent Approach

As view of Chandan (1997) the effectiveness of leader behavior is contingent up on the demand imposed by the situation. The focus is on the situation and not on the leader different type of situation demand different characteristic and behavior b/c each type of leader face different situation. According to Chatterjee (1996) leader are the product of given situation in contrast to the emphasize on human personality, the situation approach see leadership primarily as resultant of interaction of people in group.

2.1.2.3.1. Fiedler Contingent Theory

James and George (2009) Fiedler contgent moderate help why manager may be an effective leader in one situation and ineffective in other. Fre Fiedler proposed a theoretical explanation for interaction of three situational variables which affect the leader effectiveness. This three variable are (1) leader member relation (2) task structure (3) leader positional power these variable determine the extent of the situation control that the leader has (Chandan 1997, Chatterjee 1996, Wehrich, Vannice and Koontz, 2008)

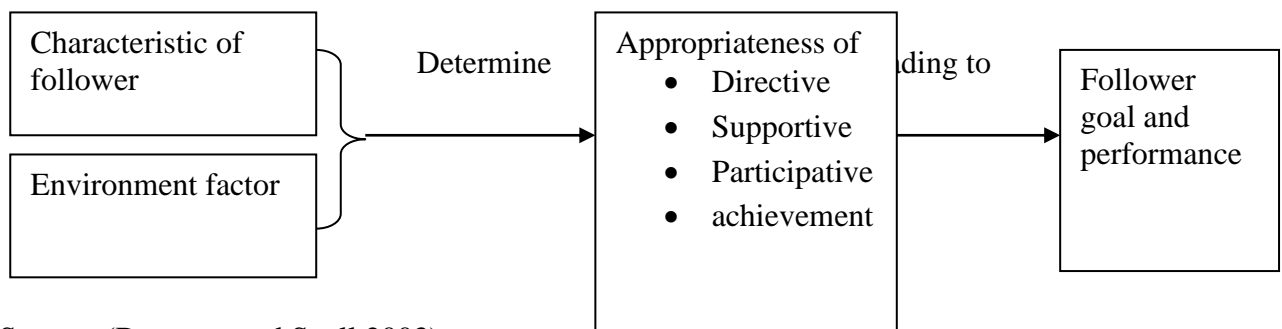
2.1.2.3.2. Path Goal Theory

This model emphasize that the leaders behavior be such as the complement the group work setting and group aspiration so that it increase subordinate motivation to attain personal and organization goal (Chandan, 1997). As with expectancy theory it also calls for linkage b/n effort and performance as well as b/n performance goal satisfaction (Chatterjee, 1996).

In the view of Griffin (2000) primary function of a leader are to make valued or desired reward available in the work place to clarify the kinds of behavior that will leads to goal accomplishment. Bateman and Snell (2003) this theory concerns how leader influence subordinate perception of their work goal and the path they follow towards attainment of those goal.

The key situation factor in path-goal theory are (1) personal characteristic of follower and (2) environment pressure and demand with which follower must cope to attain their work goal (Bateman and Snell, 2003)

Figure 2.1. Path goal frame work



Source: (Bateman and Snell 2003)

As the view of Wierich, Vannice and Koontz (2008) the main function of leader is clarity and set a goal with subordinate, help them find the best path for achieving the goal and remove obstacle. This theory categorizes leader behavior in to four groups (1) supportive, (2) participative, (3) instrumental and (4) achievement oriented leadership.

2.1.2.3.3. Situational Leadership Theory

This model is developed by Paul Hersey and Kenneth Blanchard, it was originally known as the “life cycle theory “and it focus on the “maturity of the follower as a contingency variable effecting the style of leadership “maturity of subordinate can defined as their ability and willingness to take responsibility for directing their own behavior in relation to a given task (Chandan, 1997). The goal of situational leadership theory then is to identify

key situational factor and to specify how they interact to determine appropriate leader behavior (Griffin 2000).

Wehrich, Vannice and Koontz (2008) situational theory study is study and situation and the belief that leader are product of a given situation. As view of stoner, freeman and Gilberts (1998), Poul Hersey and Kenneth h. Blanland situational leadership which holds that the most effective leadership style varies with “readiness” of employee , Hersey and Blanchard list four phase as employee develop and manager need to varies leadership style in 1st phase readiness high amount of task behavior by manager is most important. 2nd phase follower begin to learn their task behavior remain essential because they are not yet able to function without instruction. 3rd phase employees have more abilities and achievement motivation begin to surface and they actively begin to seek greater responsibility. 4th follower gradually becomes more confident self directing to reduce the amount of support and encouragement (Stoner, Freeman and Gilbert, 1998).

2.1.3. Employee satisfaction

2.1.3.1. Concept of Employee Satisfaction

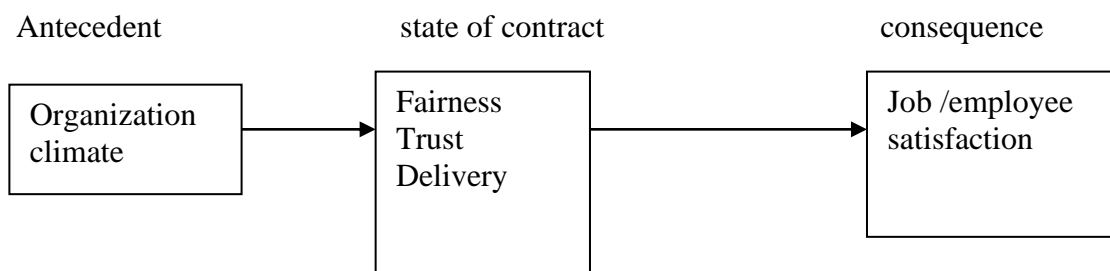
According to Kaila (2012) as cited in Smith (1969) employee satisfaction as the feeling an individual has a beauty his and her jobs. Kaila (2012) as cited in lock (1969) suggests that employee satisfaction was a positive or pleasurable reaction resulting from appraisal of one’s job, job achievement or job experience.

Voon, Lo and Ngui et al..(2011) as cite in Mosadegh Rad and Yarmohamadian (2006 p.28) state employee job satisfaction refer to the attitude of employee towards their job and the organization which employs them. Employee satisfaction is generally regards as an important ingredient for organization success. Successful organization normally have satisfied employee while poor job satisfaction can cripple an organization (Galup, Kelin and Jiang, 2008 cited by Voon, Lo, Ngui et al.. 2011).

The important of employee job satisfaction at work in contemporary time cannot be over emphasized especially in this highly dynamic and complex business environment where the human beings are regarded as the organization most valued asset ad major tool for competitive advantage (Mosadegh-Rad and Yamohammadian 2006 cited by Tetteh and Brenyah 2016 p.12).

Job satisfaction has been influenced by many organization factors ranging from salaries job security, work place condition to leadership (Cetin, Karabay and Efe, 2012). Job reflect people attitude to their job and to the organization they work for job satisfaction can be typically defined as the emotional reaction of an employee towards work , on the basic of comparing the actual result and the expected ones. Job satisfaction can be compared to a multi dimensional structure including the employee feeling towards adverse a group of intrinsic and extrinsic component (Ibraheem, Mohammad, Al-Zeaud..et al..2011). Job satisfaction is pleasant feeling resulting from the perception that one’s important job value (Noe 2008 cited by Romos 2014).

Figure 2.2. A model of psychological contact



Source: guest (2001) cited by Kaila (2011).

The definition of employee satisfaction has visibly evolved through the decade but version share the belief that job satisfaction is a work related positive affection relation (I bid). Kaila (2012) cited Wexley and Yuki (1984) stated that job satisfaction is influenced by many factor including personal trait and characteristic of the job. This later theories focused more one presence or absence of a certain intrinsic and extrinsic job factors that could determine one employee job satisfaction.

2.1.3.1.1. Intrinsic satisfaction

Voon, Lo, Ngui..et al..(2011) cite Hirschfield (2000) state intrinsic job satisfaction refer how people feel about the nature of the job of the task. Tetteh and Brenyah (2016) as cite in Hirschfield (2000 p. 16) relates to the feeling and emotional attachment people have about the nature of the task itself (special assignments or project being undertaken, activities carried out for its own sake).

2.1.3.1.2. Extrinsic satisfaction

How people feel about aspect of the work statement are external to the job task or work itself (Shim, Lasch and Obrien, 2002 cited by Voon, Lo, Ngui..et al.. 2011 p.26). extrinsic satisfaction relate to the feeling people have about the aspect of the job satisfaction that are external to their task such as working condition, management practices policies and procedure , rule and regulation(Hirschfield 2000 cited by Tetteh and Brenyah 2016).

2.1.3.2. Theory of employee Job Satisfaction

2.1.3.2.1. Content Theories

The earliest content theory was Abraham Maslow “hierarchy off need” traditional view of the job satisfaction were based on his five tier model of human needs Maslow (1954) cited by Kaila(2012).

2.1.3.2.2. Process Theories

It attempt to explain job satisfaction by looking at expectation and value (Gruenberg 1979) cited by (Kaila 2012). This theory job satisfaction suggests that work select their behavior in order to meet their need (Kaila,2012).

2.1.3.2.3. Situational Theories

This theory determine job satisfaction by two factors situational characteristic and situational occurrence , situational characteristic are thing such as pay , supervision , working condition, promotion opportunities and company policy, that typically are considered by the employee before accepting the jobs. Situational occurrence things that occur offer taking a job that may be tangible or intangible positive or negative (Kaila, 2012).

2.2. Empirical Review

Several studies have also examined the relationship between two factors and concerned that leadership has a significant impact on job satisfaction and organization commitment (Lok and Crawford, 1999, 2001; William and Hazar, 1986; Mosadegh Rad and Yarmhammadian ,2006 cited by Voon , Lo and Ngui...et al 2011 p.24).

Employee perception of leadership behavior is an important predictor of employee job satisfaction and commitment (Jaskeyte, 2004, cited by Belonio 2012). For efficiency purpose an effective leadership style one that positively affect employee satisfaction (Jurner and Maver ,2005 cited by Beloni 2012 p.115). Cetin, Karabay and Efe (2012) as cite in Chen and Spector (1991), Brackner (1998) Decremer (2003 p.31) also noted that negative leader employee interaction can have a negative influence on employee satisfaction sign of stress and unwilling to go to work.

As view of Belonio (2012) a combination of various leadership style will bring more satisfaction and enhance employee performance transaction and transformational leadership that affect employee job satisfaction in the public sector in Malaysia (Voon,Lo,Ngui..et al..2011, p.115). Leadership style relate positively with how employees perceive their job as well as their overall satisfaction at work (Bycio, Hackett and Allen,1995; Niehoff, Enz and Grover, 1990 cited by Tetteh and Brenyah 2016 p.15).

Tetteh and Brenyah (2016) state the relationship between leadership style and employee satisfaction as follow.

- ❖ Style of leadership in the mobile telecommunication sector of GHANA play an important role in enhancing the satisfaction level of employees at work hence manager need to developing desired style of leadership that facilitate employees satisfaction and commitment at work.
- ❖ Dimension of transformational leadership style are positively related to employee satisfaction at work with individualized consideration in aspiration motivation and intellectual stimulation dimension influencing satisfaction extrinsically whilst inspirational motivational, idealized influence and intellectual stimulation influence satisfaction intrinsically.
- ❖ Two of the dimension of transactional leadership—contingent reward and passive management by exception have insignificant relationship with employees intrinsic satisfaction, however the relationship with employee extrinsic satisfaction is positive and significant, but active management by exception dimension of transactional leadership showed an insignificant relationship with satisfaction both intrinsically and extrinsically.

Leadership style is one of the significant concept affecting employee attitude and behavior which might also affect the feeling and thought of the employee (cetin, Karabay and Efe, 2012). As they said effective leadership and employee job satisfaction are considered to

be the fundamental factor for organization success employee are the most important asset in the organization by adopting appropriate leadership style leader can affect employee job satisfaction , the study it show leadership affect the job (Cetin, Karabay and Efe, 2012).

Mohammad, Djobir, Haris...et al (2016) cite Jaussi and Dionne(2004 p.683) said that leaders play an important role towards employee satisfaction, Judge and Locke (1993), said that the leadership style is one of the determinant of job satisfaction then Seltzer and Bass (1990) also showed a significant relationship b/n transformational leadership and effectiveness of job satisfaction of subordinates.

Five leadership styles such as transactional, transformational, autocratic, charismatic and situational leadership style have a positive correlation with employee satisfaction. An analysis of variance found no significant difference in employee satisfaction based on gender or age and a significant difference in employee satisfaction based on age (Saeid, 2014).

Devi (2016) cite Bass (1990 p. 510) studied that favorable attitude towards supervision helped to achieve employee job satisfaction specifically. It is suggested that level of job satisfaction under laissez- fair leadership is also less than under democratic leadership style.

Transformation leadership style factor better than two other type(transactional and laissez- fair) in terms of employee staying in their job as well as job satisfaction (Dahlen, 2002; Brerggren and Severinssan,2003; Fletcher, 2001; Bass and Avolio, 1990; Northouse, 2001; Dviretal, 2002 Waldman et al.. 2001 cited by Ibraheem, Mohammad, Al-Zea ..et al,.. 2011 p.39).

As view of Baloni (2012) transformational leadership was seen to have a positive effect on two significant subscale of job satisfaction. Transformational leadership style has a positive relationship with job satisfaction (Voon,Lo and Ngui.. et.al 2011). Transformational leadership pattern reduce work pressure and raise employees oral resulting in promoting their job satisfaction (Ibraheem, Mohammad and Al-Zeaad..et al 2011).

There is a significance positive relationship existing between the five dimension of transformational leadership and two dimensional of job satisfaction. All dimension of transformational leadership were more positively correlated with intrinsic rather than extrinsic job satisfaction mans that transformational leadership dimension create a good

environment that increase job satisfaction (Ibraheem, Mohammad and Al-Zeaad.. at al 2011).

Ramos (2014) transformational leadership style of the manager of PS bank has been formulated to increase the level of job satisfaction among its employees the greatest factor that influence their satisfaction are compensation and job security. Transformation leadership style on job satisfaction has a positive and significant indicating that the transformational leadership style are enhanced quality will influence and improve employee satisfaction (Mohammad Djabir and Haris.. et al..2016). transformational leadership variable significant affect on job satisfaction of local government employee, this indicate transformational leadership create impact on employee satisfaction (Mohammad, Djabir, and Haris..et al.. 2016).

Transactional leadership had a positive effect on the significant subscale of job satisfaction (Boloni, 2012). Transactional leadership style has a negative relationship with job satisfaction in government organization the finding show that only contingent reward dimension of transactional leadership has significance relationship with two dimension in job satisfaction (working condition and work assignment) (Voon, Lo, Ngui.. et al. 2011). Laissez fair had a positive effect as well as on the significant subscale of job satisfaction (Boloni, 2012).

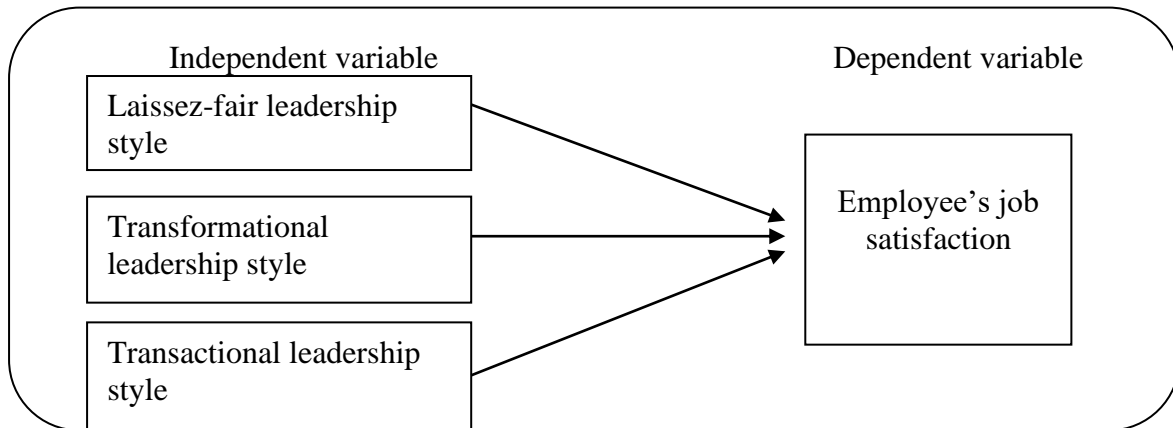
There is a significance relationship existed between laissez-fair leadership style and job satisfaction (Devi 2016). As view of Chiles (2015) laissez-fair leader supervisor positively influenced job satisfaction by leading without micro managing but allowing follower to make decision.

Devi (2016) as cite in Bass (1990 p. 510) studied that favorable attitude towards supervision helped to achieve employee job satisfaction specifically. It is suggested that level of job satisfaction under laissez- fair leadership is also less than under democratic leadership style.

2.3. Conceptual Frame Work

Figure 2.3 deal about the effect of independent variables in dependent variable. Independent variables are the leadership style (laissez-fair, transformational and transactional) and dependent variable is employee's job satisfaction

Figure 2.3. Conceptual Frame Work



Source: Adopted by Belonio 2012

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design and Approach

To conduct this study the researcher used explanatory research design because the study was more focused on how leadership style affect employees' job satisfaction, means two variables were examined in the study, such as employees' job satisfaction as dependent variable and leadership style as independent variable. Therefore explanatory research design was more preferred for this study to show the effect one to another.

The researcher exploited mixed (qualitative and quantitative) research approach. In this study quantitative data was gathered from employees through questionnaire and also collected qualitative data from managers through interview. Therefore, the researcher used mixed research approach.

3.2. Data Types, Source, Method of Data Collection

3.2.1. Data Type and Source

When conduct study, researcher used primary and secondary types of data. Primary data was gathered from participant directly to reach a certain conclusion. The main reason of using primary data was the information is first hand and timely. In addition to that it also used secondary data which collected from journal, reference book, previous study. The reason is it's less costly, already available for further purpose and it support finding.

3.2.2. Method of Data Collection

Primarily the study used interview and questionnaires as a data collection method. The Questionnaire was adopted by (Allen, 2010)., from several alternatives of questionnaire types, the researcher select LIKERT scale close- ended questionnaire because it's easy to fill, simple to construct, likely to produce highly reliable scale, easy to analyzed , interpret and manipulate data.

In addition to questionnaire, personal structure Interview was developed for managers which prepared in simple, clear language and prepared sequentially, because it's gives an opportunity for respondent to express their own idea on details, to collect more issue which

related with subject matter, to support the finding, link with employees' response and to compare what leaders are saying and what employees are perceiving.

3.3. Target Population and Sample Design

When the researcher conducted this study, 637 populations was targeted and involved those who located the enterprise head office, the enterprise has 4 sector, 13 departments, 13 managers and 624 subordinates in 4 sectors. In generally, the enterprise administering 637 employees so, the study addressed 637 employees.

Table 3.1. Number of employees in each sector and total number of employees

N ^o	sector	number of employee
	corporate service sector	328
	freight forwarding service sector	135
	port and terminal service sector	44
	shipping service	130
	total number of employee	637

Source: company HRM department 2019

Selecting appropriate sampling technique and sample size for any study is very important to reach a certain conclusion. The study used probability sampling technique because the number of population is known and everybody has equal chance to be selected, but the researcher addressed target populations through their representative.

From probability sampling the researcher exploited proportional stratified simple random sampling, because the organization has 4 sector like corporate service, freight forwarding, port and terminal and shipping service, but sectors are heterogonous each other. therefore each sector was allotted own sample based on their number of employees it has, for that reason the study gave proportional number of sample unit for each stratum. The final sample size was reached 151 by using Yamani (1967) formula.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{637}{1 + 637(0.071)^2}$$

$$n = \frac{637}{1 + 637(0.0051)}$$

$$n = \frac{637}{1 + 3.221}$$

$$n = \frac{637}{4.221}$$

$$n = 150.8$$

$$n \approx 151$$

Source: The formula was developed by Yemani (1967)

Table 3.2. Sample Distribution for Each Sector

sector	number of employee	proportion	sample distribution
corporate service sector	328	52%	78
freight forwarding service sector	135	21%	32
port and terminal service sector	44	7%	11
shipping service	130	20%	30
total population	637	100%	151

Source: developed by researcher 2019

3.4. Procedure for Data Collection

Before going to collect data, the researcher requested enterprise in formal letter in order to get permission and to get appropriate information from right person. After the organization approved the letter, the researcher distributed questionnaire for target respondents. The reason of passing these steps is to create a common understanding between researcher and employees of enterprise.

3.5. Reliability and Validity Test

Table 3.3. Reliability Test of the Variable

Reliability Test b					
	Laissez-fair leadership	Transformational	Transactional	Job satisfaction	All
Cronbach Alpha	0.640	0.821	0.716	0.793	0.880
Number of item	6	8	8	11	33

Source: own survey 2019

The above table show that the Reliability scale of independent and dependent variable, Cronbach Alpha result of laissez-fair leadership style, transformational, transactional, and employees job satisfaction are 0.640, 0.821, 0.716 and 0.793 respectively. The aggregation of all variable scored 0.880.

Balkishan Sharma (2016) Providing the following rule of thumb if Cronbach's Alpha ≥ 0.9 is excellent, $0.9 > \alpha \geq 0.8$ good, $0.8 > \alpha \geq 0.7$ acceptable, $0.7 > \alpha \geq 0.6$ questionable, $0.6 > \alpha \geq 0.5$ poor and $0.5 > \alpha$ unacceptable. Based on this scale transactional, transformational and employees satisfaction variables except laissez-fair leadership style are greater than 0.7 However, laissez-fair Cronbach's alpha is 0.640 that is adequate and questionable but it's acceptable, this indicate that those variables has good internal consistency and data's are filled properly in software.

When we come to validity test, the study is valid in terms of construct and content validity. The research exploited LIKERT scale closed-ended question that scale-up in number like this 1=strong disagree, 2=disagree, 3=neutral, 4=agree and 5= strong agree. This scale is helps participant to put own agreement scale regard with issue. On the other hand this questionnaire also significant to determine enterprise actual leadership style and extent of employees' job satisfaction, therefore the study fulfilled construct validity.

During conducting this study, the researcher used 22 items to measure leadership style and 11 items for employees' job satisfaction, these variables are commonly used and applied by another researcher and adopted by Allen (2010). From this point of view the study has held content validity.

On the other hand, we can see the correlation coefficient of the variables that, indicates the study is valid because correlation coefficient of laissez-fair, transformational and transactional leadership are 0.342, 0.461 and 0.398 respectively, this specify that variables are valid for this study.

3.6. Data Analysis and Presentation

After data collection, the study was analyzed qualitatively and quantitatively based on type of data were collected. Quantitative data analysis contains descriptive and inferential statistic, descriptive analysis entail frequency, percentage, mean and standard deviation for leadership styles and employees' job satisfaction variables. However; the study also exercised correlation and regression analysis by SPSS version 20., because the study demonstrate correlation and effect of independent variable on dependent. Besides quantitative analysis the study applied narration /qualitative data analysis / for the data which were collected through interview because it is difficult to quantify.

3.7. Ethical Considerations

During data collection, the researcher informed the respondents to participate in voluntarily to fill the questionnaires. Even the questionnaire didn't recommend the respondents to write their name.

The researcher gave code for questionnaires which was known by researcher only to distinguishing one to another before entered data in to software. Participant of the study were also informed that the information they gave was used only for academic purpose and it's kept confidentially.

In accordance with research ethics, the researcher respects the right of respondents and response of them as well and also the researcher could not convert the response of participants.

CHAPTER FOUR

RESULT AND DISCUSSION

This chapter deals about result and discussion, after data collection the researcher analyzed the finding in to five categories, the 1st one is response rate, the 2nd one demographic information of research (percentage and frequency) , the 3rd one analysis concerned about descriptive statistic (mean and standard deviation) for direct study variables. The 4th one analysis surround on correlation between independent and dependent variable and the last one analysis deals about regression analysis to determine the effect of independent on dependent variable.

4.1. Response Rate

During investigate this study, I distributed 165 questionnaires including contingency. From this number 158 questionnaires were returned back and 7 questionnaires were not returned back. But researcher used only 151 questionnaires for analysis purpose based on sample size, so all analysis was conducted in 151 respondents.

4.2. Demographic Information of the Research

Table 4.1. Demographical Statistic

Demographic Statistic				
Number	Title	Choice	Frequency	Percent
1.	Gender of Respondent	M	85	56.3%
		F	66	43.7%
		Total	151	100%
2.	Age of Respondent	20-25 years old	23	15.2%
		26-31	66	43.7%
		32-37	46	30.5%
		38-42	8	5.3%
		43-49	6	4%
		>=50	2	1.3%
		Total	151	100%
3.	Educational Background	primary	3	2%
		secondary	7	4.6%
		diploma	23	15.2%
		bachelor	98	64.9%
		master	19	12.6%
		PhD	1	0.7%
		Total	151	100%
4.	Work Experience	<2 years	16	10.6%
		2-6 year	80	53%
		7-11 year	36	23.8%
		12-16 year	12	7.9%
		17-21 year	4	2.6%
		>21 year	3	2%
		Total	151	100%

Source: own survey 2019

The above table show that gender of respondents, in enterprise 85 (56.3%) of respondents are male, the remaining 66 (45.7%) of respondents are female, this indicate that most employees' in ELSSE are male. this implies that enterprise not encourage female worker or enterprise not interesting for female workforce.

Age distribution of participant illustrate that, in the enterprise 23 (15.2%) of respondents are 20-25 year, 66 (43.7%) of respondents are 26-31 year, 46 (30.5%) of respondents are 32-37, 8 (5.3%) are 38-43 year, 6 (4%) are 44-49 year, the remaining 2(1.3%) of respondents are above 50 years old, this point out ELSSE has young human power, this implies that enterprise can achieve its goal and it can give modern service for customer.

Table 4.1.,also show that educational background of respondents, among respondents 3 (2%) of respondents are complete primary school, 7 (4.6%) of respondents are secondary school, 23 (15.2%) of respondents are diploma holders, 98 (64.9%) are hold bachelor degree, 19 (12.6%) have masters degree, the remaining 1 (0.7%) of respondent is PHD, this indicate that in ELSSE most employees are educated connote they are professional and they can go with current technology and it perform any tasks in scientific way.

As table 4.1 respondents year of experience show that 16 (10.6%) of respondents have less than 2 years experience, 80 (53%) of respondents have 2-6 years, 36 (23.8%) of respondents are working 7-11 years, 12 (7.9%) of respondents are working 12-16 years, 4 (2.6%) of respondents have 17-21 years experience, the remaining 3 (2%) of respondent are working for more than 21 years., this implies that employees of enterprise are working for long year, this indicate also there is less turnover rate in the enterprise and it confer comfort for employees.

4.3. Analysis of Collected Data

4.3.1. Results

4.3.1.1. Descriptive Statistic

Descriptive Statistic of Laissez- Fair Leadership Style

Table 4.2.summary of mean and standard deviation on laissez-fair leadership style

Laissez-Fair Leadership Style (N=151)			
S. N ^o	Item	Mean	Std. deviation
1.	In complex situation, manager let subordinate work problem out on their own.	3.18	1.126
2.	Leaders require staying out of the way of subordinate as they do their work.	3.12	1.077
3.	Leader allow subordinate to appraise their own work.	3.46	1.031
4.	Leader gives complete freedom to subordinate to solve problem on their own.	3.26	1.18
5.	Leader offer little input which prefer by subordinate.	3.23	1.016
6.	Leaders are leaving subordinate alone.	2.91	1.091
Over All Mean		3.1921	

Sources: own survey 2019

The above table show that the mean score of laissez fair leadership style items, 3.18 is mean value of in complex situation, leader let subordinate work problem out of on their own, 3.12 for response that leaders require staying out of the way of subordinate as they do their work, 3.46 intended for response that leaders allow subordinate to appraise their own work, 3.26 mean score for that leader give complete freedom to subordinate to solve problem on their own, 3.23 average score for statement of leader offer little input which prefer by subordinate, 2.91 average result deals on leaders are leaving subordinate alone. This implies that in ELSSE leaders didn't interfere in employees work, employees are appraise their performance without interference of leaders, they gave freedom for followers to solve own problems, leaders are offering little resource which necessary for task but leaders didn't leave subordinate alone.

The standard deviations score of response find between 1.016 and 1.18. For instance there is low deviation of response on leader offer little input which prefer by subordinate, this implies that there is low difference among responses of participant. and one participant response is little far from the other one. Leader gives complete freedom to subordinate to solve problem on their own scored 1.18 standard deviation, this implies that there is significance and high difference between responses of participant.

Descriptive Statistic of Transformational Leadership Style

Table 4.3. Summary of mean and standard deviation on transformational leadership style.

Transformational leadership style (N=151)			
S. N ^o	Item	Mean	Std. deviation
1.	Leaders treat me as on individual rather than just as a member of group.	2.99	1.117
2.	Leader helps me to develop my strength.	3.3	1.226
3.	Leaders articulate a compelling vision of the future.	3.3	1.112
4.	Leader talk enthusiastically about what need to be accomplished	3.31	1.034
5.	Leader goes beyond self interest for the good of the group.	3.21	1.099
6.	Leader display a sense of power and confidence.	3.36	1.116
7.	Leaders get me to look at problem from many different angles.	3.19	1.145

8.	Leaders suggest new way of looking how to complete assignment.	3.19	1.17
	Over all mean	3.23	

Source : own survey 2019

Table 4.3 contain that mean, standard deviation of each transformational leadership style items, from this table we find 2.99 mean value response that leader treat me as an individual; rather than just as a member of group, 3.30 value of response on leader help me to develop my strength, 3.30 mean score on leader articulate a compelling vision of the future, 3.31 score that leader talk enthusiastically about what need to be accomplished, 3.21 on leader goes beyond self interest for the good of group, 3.36 mean value that leaders display a sense of power and confidence, 3.19 scored for leader get me to look at problem from many different angles, the final mean score is 3.19 on response that leader suggest new way of looking how to complete assignment. This implies that in ELSSE leaders show sense of power and confidence for their employees, leaders help employees to develop their strength, articulate vision of the organization, they talk their follower to know what follower needs to be achieve, transcend self interest, looking problem from different perspective, recommend new way of way of working assignment. However leader makes either treat employees as an individual or not in ELSSE.

The deviations of response between respondents are finding between 1.034 up to 1.226. for example there is 1.034 standard deviation on Leader talk enthusiastically about what need to be accomplished, this verify that there is less degree of difference between responses. There is high degree variation which is 1.226 sta. deviation between responses on leaders help me to develop my strength, this gap show that there is high degree of difference on issue ,so as to participant of the study has no common idea on the issue.

Descriptive Statistic of Transactional Leadership Style

4.4 summary of mean and standard deviation on transactional leadership style

Transactional Leadership Style (N=151)			
S. N ^o	Item	Mean	Std. deviation
1.	Leaders demonstrate that problem must become chronic before taking action.	3.06	1.109
2.	Leaders wait for thing to go wrong before taking action.	3.01	1.186
3.	Leaders concentrate his/her full attention on dealing with mistake, compliant and failure.	3.23	1.132
4.	Leaders keep track of all mistakes.	3.01	1.033
5.	Leaders focus attention on irregularity mistake, exception and deviation from standard.	3.11	1.072
6.	Leaders provide me with assistance in exchange for my effort.	3.28	1.054
7.	Leader discuss in specific term who is responsible for achieving performance target.	3.23	1.195
8.	Leaders make clear what one can expect to receive when performance goals are achieved.	3.35	1.176
Over All Mean		3.1581	

As table 4.4.show that participant response of transactional leadership style items, the table contain mean value, standard deviation of each item, in third column we get the following mean score results, 3.06 mean value to response that leaders demonstrate that problem must become chronic before take action., 3.01 scored by the statement of leader wait for thing to go wrong before take action, 3.23 mean value that leader concentrate his /her full attention on dealing with mistake, compliant and failure, 3.01 mean value on leader keep track of all mistake, 3.11 mean score on leaders focus attention on irregularity mistake, exception and deviation from standard, 3.28 scored that leader provide me with assistance in exchange for my effort, 3.23 mean value for leader discuss in specific term who is responsible for achieving performance, the last mean score is 3.35 which deals about leader make clear what one can expect to receive when performance goals are achieved. As we see mean value of all items are score above 3.00, so this implies that leaders have clear

understanding about what one can expect to receive when performance goals are achieved, leaders give full attention to deal with problem, follow mistake, provide assistance in exchange of effort, discuss on specific term with person who responsible for assignment, having know how about what employees expect., but they takes action before either the things are go wrong or not and leaders are keep track either all mistake or not.

When we come to the deviation between responses of participant, the scores are find between 1.033 – 1.195 range. For instance there 1.033 deviation response on leader keep track of all mistake, verify that there is less difference between response comparing with other item. Leader discuss in specific term who is responsible for achieving performance score 1.195 standard deviation, this point out there is high deference between response of participant.

Descriptive Statistic of Employees' Job Satisfaction

4.5. Summary of mean and standard deviation of employees' job satisfaction

Employees Job Satisfaction (N=151)			
S. N ^o	Item	Mean	Std. deviation
1.	I would to delighted to spend the rest of my carrier with organization	3.09	1.251
2.	I believe this organization is an excellent place to work.	3.19	1.193
3.	I would take almost any kinds of job responsibility to keep working for this company.	3.47	1.106
4.	I don't feel any necessity to continue with my employer.	2.93	1.093
5.	I am committed for work more than I should.	3.68	1.009
6.	I use my potential to done in a better way.	3.77	1.059
7.	I am working attentively to accomplish organization goal.	3.98	0.955
8.	I always strive to find a better way of doing things.	3.85	1.088
9.	When I do anything successfully, I feel like a personal accomplishment.	3.56	1.198
10.	At my job, I use my skill and ability.	3.87	1.127
11.	I have all resource; I need to do my job successfully.	3.46	1.153
Over All Mean		3.5340	

Source: own survey 2019

The above table presents that the response regard with employees' job satisfaction items, and we get the following, mean score of first item is 3.09 on I would be delighted to spend the rest of my career with organization, 3.19 result on I believe this organization is an excellent place to work, 3.47 mean value for response that I would take almost any kinds of job responsibility to keep working for this company, 2.93 deviation of response on I don't feel any necessity to continue with my employer, 3.68 deference of response on I am committed for work more than I should, 3.77 is difference between response on I use my potential to done in better way, 3.98 mean score for that I am working attentively to accomplish organizational goal, 3.85 mean value for that I always strive to find a better way of doing things, when I do anything successfully, I feel like a personal accomplishment score 3.56 mean value, 3.87 outlying of response on at my job , I use my skill and ability. The last mean score 3.46 deal with I have all resource I need to do my job successfully. this point out that ELSSE employees are ready to spend the rest of their carrier, employees are feel that enterprise is excellent place to work, they would take any kinds of job responsibility, committed for their work, they are using potential to done in better way, and they are working attentively to accomplish organization goal but they require additional to continue with ELSSE.

Standard deviation of response on employees job satisfaction find between 0.955-1.251 this implies there is less deviation recorded which is 0.955on I am working attentively to accomplish organization goal, and there is high deviation which is 1.25on I would delight to spend the rest of my career with organization. This implies that majority participant of study has relative sense on am working attentively to accomplish organization goal, and the opinion of employees is far away each other on I would to delighted to spend the rest of my carrier with organization.

Mean and standard deviation value of leadership styles and job satisfaction

4.6. Summary of mean value and std. deviation on leadership style and employees job satisfaction

S. N ^o	item	Mean	Std. Deviation
1	laissez-fair leadership style	3.1921	0.65057
2	transformational leadership style	3.2310	0.75246
3	transactional leadership style	3.1581	0.64803
4	Employees' job satisfaction	3.5340	0.63656

Source: own survey 2019

As we seen in table 4.6 shows that total mean value of dependent and independent variables, the mean value of laissez- fair leadership style is 3.19, transformational 3.23, transactional 3.16 and employees satisfaction score 3.53. this indicate that enterprise use transformational laissez-fair and transactional leadership style simultaneously because all leadership style mean value is close to 3.2, this entail that in complex situation, manager let subordinate as they do, leaders help subordinate to develop strength, and they pay attention to deal with mistake, compliant and failure.

But as interviewee said the enterprise gave training for leaders about leadership and it reinforce them to use transformational and participatory leadership style in the enterprise and they consider that leaders are using transformational and participatory leadership style actually in the enterprise.

In addition to that employees are satisfied in existing practice of enterprise because the means score say that most of respondent are agreed up on parameters of satisfaction, in generally employees in ELSSE are satisfied by existing leadership style.

As interviewee said, they believe that employees of ELSSE are satisfied in existing condition, as they said Employees turnover rate is rare in the enterprise, means most employees are working until retirement, this condition shows us employees are satisfied in the enterprise and it also working attentively to maintain satisfaction of them, which means the enterprise invite employees in order to attend in quality circle and they arise any issue and

compliant about enterprise, it provide bonus, give recognition , scholarship, certificate, trying to create healthy relationship among them, promote high performer, salary increment based on service level, Participate employees' in planning phase, set the realistic goal and etc.

4.3.1.2. Correlation

Correlation between Leadership Style and Employees' Job Satisfaction

Table 4.7. Correlation summary between leadership style and employees job satisfaction.

		Correlations			
		laissez-fair leadership style	transformational leadership style	transactional leadership style	employees satisfaction
laissez-fair leadership style	Pearson Correlation	1	.386**	.372**	0.342
	Sig. (2-tailed)		0	0	0
	N	151	151	151	151
transformational leadership style	Pearson Correlation	.386**	1	.517**	.461**
	Sig. (2-tailed)	0		0	0
	N	151	151	151	151
transactional leadership style	Pearson Correlation	.372**	.517**	1	.398**
	Sig. (2-tailed)	0	0		0
	N	151	151	151	151
employees satisfaction	Pearson Correlation	.342**	.461**	.398**	1**
	Sig. (2-tailed)	0	0	0	
	N	151	151	151	151
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: own survey 2019

The above table 4.7., gives you an idea about the relationship between leadership style and employees' job satisfaction, The relationship between laissez-fair and employees' job satisfaction is 0.342, this indicates there is positive and strong correlation between variables. Transformational and satisfaction is 0.461, this specifies that the correlation between employees' job satisfaction and transformational is positive and strong. Pearson result 0.398

is deal about correlation between transactional and employees' job satisfaction at .000 level of significance, this point out there is strong and positive correlation between variable.

This result tells us there is positive relationship between leadership style and employees' job satisfaction generally because, all leadership styles has a positive correlation with employees' job satisfaction in ELSSE. Leadership style relate positively with how employees perceive their job as well as their overall satisfaction at work (Bycio, Hackett and Allen,1995; Niehoff, Enz and Grover, 1990 cited by Tetteh and Brenyah, 2016 p.15).

However as interviewee said leaders believed that there is relation between employees' job satisfaction and leadership style, as leader said acceptable leadership style can create positive employees job satisfaction means the more democratic leadership style, can get the more positive outcome, the more dictatorship style, the more emerging dissatisfaction.

According to Tetteh and Brenyah (2016) Dimension of transformational leadership style are positively related to employee satisfaction , Five leadership styles such as transactional, transformational, autocratic, charismatic and situational leadership style has a positive correlation with employee satisfaction (Saeid, 2014)., As view of Chiles (2015) laissez-fair leader supervisor positively influence job satisfaction.

Among three leadership style transformational leadership style has high correlation with employee's job satisfaction; this implies that ELSSE employees are prefer transformational leadership style than other. In ELSSE, leader helps subordinate to develop their strength, suggest new way of perform tasks, leaders display sense of confidence for their staff and performing other things to be satisfy their follower. Transformational leadership style has a positive relationship with job satisfaction (Voon,Lo and Ngui.. et.al, 2011)., transformational leadership were more positively correlated with intrinsic rather than extrinsic job satisfaction mans that transformational leadership dimension create a good environment that increase job satisfaction (Ibraheem, Mohammad and Al-Zeaad.. at al, 2011). Tetteh and Brenyah (2016) Dimension of transformational leadership style are positively related to employees' satisfaction.

4.3.1.3. Regression Analysis

Regression Analysis of Leadership Style and Employees' Job Satisfaction

Table 4.8. Summary Variable Entered in The Model

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	transactional leadership style, laissez-fair leadership style , transformational leadership style		Enter

a. Dependent Variable: employees satisfaction

b. All requested variables entered.

Source: own survey 2019

As above table show that the number of model which entered in to regression model, it includes 3 leadership style which are independent variable and there is no removed variable from model.

Table 4.9. Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.267	.252	.55051

a. Predictors: (Constant), transactional leadership style, laissez-fair leadership style , transformational leadership style

b. Dependent Variable: employees satisfaction

Source: own survey 2019

Table 4.9 show that model summary of regression analysis, as view of this table the correlation between transformational, transactional, and laissez- fair leadership style and employees' job satisfaction is 0.517, this implies that there is strong positive correlation between independent and dependent variable. Leadership has a significant impact on job satisfaction and organization commitment (Lok and Crawford, 1999, 2001; William and Hazar, 1986; Mosadegh Rad and Yarmhammadian ,2006 cited by Voon , Lo and Ngui...et al 2011 p.24)., Leadership style relate positively with how employees perceive their job as well as their overall satisfaction at work (Bycio, Hackett and Allen,1995; Niehoff, Enz and Grover, 1990 cited by Tetteh and Brenyah, 2016 p.15).

For efficiency purpose an effective leadership style one that positively affect employee satisfaction (Jurner and Maver,2005 cited by Beloni 2012 p.115). This indicates that employees in enterprise are satisfied by existed leadership style.

The proportional variance of employees’ job satisfaction is 0.267 explained by leadership style (transformational, transactional, and laissez fair). Employee perception of leadership behavior is an important predictor of employee job satisfaction and commitment (Jaskeyte, 2004, cited by Belonio, 2012)., this indicates that there is strong association between employees’ job satisfaction and leadership style in ELSSE comparing with residual variable.

In addition to that adjusted R square result show that there is extra variable (residual variables) which can affect employees’ job satisfaction; this implies that employees job satisfaction also determined by number of variable without leadership style such as: salary, work environment, resource, management system, communication, promotion, technology, job by itself and other determinants. This indicates that employees are expecting extra to become more satisfied.

Table 4.10. ANOVA Analysis

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.233	3	5.411	17.854	.000 ^b
Residual	44.549	147	.303		
Total	60.782	150			

a. Dependent Variable: employees satisfaction

b. Predictors: (Constant), transactional leadership style, laissez-fair leadership style , transformational leadership style

Source: own survey 2019

The ANOVA table presents the following 16.233 variance of employees’ job satisfaction explained by variance of regression (leadership style). The remaining 44.549 variance of employees’ job satisfaction is explained by residual variable like salary, work environment, resource, management system, communication, promotion, technology, and job

by itself. This implies that leadership style alone is not guarantee to maintain employee’s satisfaction in enterprise.

The degree freedom of leadership style cover only 3, the residual also cover 147. This implies that leadership style is one contributor to satisfying employees in ELSSE. Mohammad, Djobir, Haris...et al (2016) as cite in Jaussi and Dionne (2004 p.683) said that leaders play an important role towards employee satisfaction, Judge and Locke (1993), said that the leadership style is one of the determinant of job satisfaction.

Table 4.11. Regression Analysis

Coefficients ^a						
	model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.644	0.275		5.972	0.000
	laissez-fair leadership style	0.153	0.077	0.156	1.993	0.048
	transformational leadership style	0.259	0.072	0.306	3.603	0.000
	transactional leadership style	0.178	0.083	0.182	2.148	0.033

Source: own survey 2019

The above table shows that regression analysis of leadership style. Un standardize coefficient result present the following laissez fair leadership style is 0.153, but the other independent variables held on constant, the satisfaction level of employees increased by 15.3%, transformational leadership style is 0.259, but the other independent variables held on constant, based on this level employee satisfaction is increased by 25.9%, Transactional leadership style coefficient value show is 0.178 but the other dependent variables held constant, transactional leadership increase employees job satisfaction by 17.8% in the enterprise.

Standardize Beta coefficient results show that laissez fair leadership style has effect on employees’ job satisfaction by 0.156 (15.6%), transformational leadership also 0.306 (30.6%) effect on employees’ job satisfaction , the last leadership style which is transaction has 0.182 (18.2%) effect on employees job satisfaction., Transactional leadership had a positive effect on the significant subscale of job satisfaction (Boloni, 2012).

When we compare each other transformational leadership style has more effect on employees' job satisfaction this implies that in ELSSSE transformational leadership style can influencing employees' job satisfaction. However According to interviewee leadership style has positive effect on employee's satisfaction, the effect of leadership style is critical because as interviewee said without employees' job satisfaction, enterprise could not go long distance.

Transformational leadership variable significant affect on job satisfaction of local government employee, this indicate transformational leadership create impact on employee satisfaction (Mohammad, Djabir, and Haris..et al., 2016). Ramos (2014) transformational leadership style of the manager of PS Bank has been formulated to increase the level of job satisfaction among its employees the greatest factor that influence their satisfaction are compensation and job security. Transformation leadership style factor better than two other type(transactional and laissez- fair) in terms of employee staying in their job as well as job satisfaction (Dahlen, 2002; Brerggren and Severinssan ,2003; Fletcher, 2001; Bass and Avolio, 1990; Northouse, 2001; Dviretal, 2002 Waldman et al.. 2001 cited by Ibraheem, Mohammad, Al-Zea ..et al,.. 2011 p.39).

When we come to level of significance, laissez fair style score 0.048 level of significance; this implies that laissez fair leadership style is significant predictor on employees' job satisfaction in enterprise because 0.048 is less than 0.05. Laissez fair had a positive effect as well as on the significant subscale of job satisfaction (Boloni, 2012).

The significant level of transformational leadership is 0.00 this indicate that transformational leadership style is high contributor and predictor on employees job satisfaction because $0.000 < 0.05$. As view of Baloni (2012) transformational leadership was seen to have a positive effect on two significant subscale of job satisfaction., transformational leadership that affect employee job satisfaction in the public sector in Malaysia (Voon,Lo,Ngui..et al..2011, p.115).

Level of significance of transactional leadership style is 0.033 means $0.033 < 0.05$ therefore transactional leadership style is also contributor of employees' job satisfaction. Transactional leadership had a positive effect on the significant subscale of job satisfaction (Boloni, 2012).

4.3.2. Discussion

In ELSSE leaders didn't interfere in employees work, employees are appraise their performance without interference of leaders, they gave freedom for followers to solve own problems, leaders are offering little resource which necessary for task but leaders didn't leave subordinate alone, show sense of power and confidence for their employees, leaders help employees to develop their strength, articulate vision of the organization, they talk their follower to know what follower needs to be achieve, transcend self interest, looking problem from different perspective, recommend new way of way of working assignment. However leader makes either treat employees as an individual or not and in ELSSE leaders takes action before either the things are go wrong or not and leaders are keep track either all mistake or not.

When employees are satisfied, they display different behavior, these are employees are ready to spend the rest of their carrier, employees are feel that enterprise is excellent place to work, they would take any kinds of job responsibility, committed for their work, they are using potential to done in better way, and they are working attentively to accomplish organization goal. The above points are also exhibited by ELSSE employees but they require additional to continue with ELSSE. As interviewee said, they believe that employees of ELSSE are satisfied in existed condition, as they said Employees turnover rate is rare in the enterprise, means most employees are leaving the enterprise after working long years,

All leadership style mean value is close to 3.2, this indicate that enterprise is exercising three leadership styles, transformational, transactional, and laissez-fair. But as interviewee said the enterprise give training for leaders about leadership and it reinforce them to use transformational and participatory leadership style dominantly in the enterprise and they consider that leaders are using transformational leadership style and participatory leadership actually in the enterprise.

A leadership style has a positive correlation with employees' job satisfaction in ELSSE. Leadership style relate positively with how employees perceive their job as well as their overall satisfaction at work (Bycio, Hackett and Allen,1995; Niehoff, Enz and Grover, 1990 cited by Tetteh and Brenyah, 2016 p.15). However as interviewee said leaders believe that there is relation between employees' job satisfaction and leadership style, as leader said acceptable leadership style can create positive employees' job satisfaction means the more democratic leadership style, can create the more positive outcome, the more dictatorship

style, the more emerging dissatisfaction. Five leadership styles such as transactional, transformational, autocratic, charismatic and situational leadership style has a positive correlation with employee satisfaction (Saeid, 2014)., As view of Chiles (2015) laissez-fair leader supervisor positively influence job satisfaction. Devi (2016) cite Bass (1990 p. 510) studied that favorable attitude towards supervision helped to achieve employee job satisfaction specifically.

The correlation between transformational, transactional, and laissez- fair leadership style and employees' job satisfaction is 0.517, this implies that there is strong positive correlation between independent and dependent variable. Leadership has a significant impact on job satisfaction and organization commitment (Lok and Crawford, 1999, 2001; William and Hazar, 1986; Mosadegh Rad and Yarmhammadian ,2006 cited by Voon , Lo and Ngui...et al 2011 p.24)., Leadership style relate positively with how employees perceive their job as well as their overall satisfaction at work (Bycio, Hackett and Allen,1995; Niehoff, Enz and Grover, 1990 cited by Tetteh and Brenyah, 2016 p.15).

Employee perception of leadership behavior is an important predictor of employee job satisfaction and commitment (Jaskeyte, 2004, cited by Belonio, 2012).,this indicates that there is strong association between employees' job satisfaction and leadership style in ELSSE comparing with residual variable.

According to interviewee leadership style has positive effect on employee's satisfaction, the effect of leadership style is critical because as interviewee said without employees' job satisfaction, enterprise could not go long distance. However when we compare each other transformational leadership style has more effect on employees' job satisfaction this implies that in ELSSE transformational leadership style can influencing employees' job satisfaction. However Transformational leadership variable significant affect on job satisfaction of local government employee, this indicate transformational leadership create impact on employee satisfaction (Mohammad, Djabir, and Haris..et al., 2016). Ramos (2014) transformational leadership style of the manager of PS Bank has been formulated to increase the level of job satisfaction among its employees the greatest factor that influence their satisfaction are compensation and job security.

The significance level of all leadership styles are below 0.05 this implies that all leadership style has contribution and can predict employees' job satisfaction. Laissez fair had a positive effect as well as on the significant subscale of job satisfaction (Boloni, 2012). As view of Baloni (2012) transformational leadership was seen to have a positive effect on two significant subscale of job satisfaction., transformational leadership variable significant affect on job satisfaction of local government employee, this indicate transformational leadership create impact on employee satisfaction (Mohammad, Djabir, and Haris..et al.. 2016)., transformational leadership that affect employee job satisfaction in the public sector in Malaysia (Voon,Lo,Ngui..et al..2011, p.115).Transactional leadership had a positive effect on the significant subscale of job satisfaction (Boloni, 2012).

CHAPTER FIVE

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

This chapter deals about summary of major finding, final conclusion of the study and it throw recommendation for person who concerned with topic.

5.1. Summary of Findings

The aim of this study is to determine the effect of leadership style on employees' job satisfaction in the case of ELSSE, in order to meet this objective, questionnaires were distributed for employees and the researcher interviewed managers. The major findings of the study are list as follows

- The finding revealed that most of respondents are male
- Age distribution of respondents are find between age 26-37 years old , majority of respondents are degree holder, and they have 2 up to 11 years of experience in ELSSE.
- The mean result of laissez- fair leadership style item show that most of respondents agreed up on items which express laissez fair leadership style.
- The mean value of transformational leadership style result that that most of respondents are agreed up on all variable except one, that is leaders treat me as an individual, rather than just as a member of group,
- The last leadership style transactional leadership items mean result show that most of respondents of study are agreed on all items.
- The study also tried to measure the level of employees' job satisfaction, the result show that most of respondents are agreed up on almost all items but they are disagree on I don't feel any necessity to continue with my employers, The aggregation mean results of employee's satisfaction leads in to most employees are satisfied.
- Based on the mean result of 3 leadership style /laissez-fair, transformational, transactional/, the enterprise exercise all 3 leadership style simultaneously which are score close to 3.2.
- The correlation between leadership style and employees' job satisfaction is positive but transformational leadership has high correlation with employees' job satisfaction.
- Regression analysis of the study revealed that the variance of employee's job satisfaction explained by 0.267 and 0.252 cover extra variables which affect employees' job

satisfaction. The significance level of all leadership style is less than 0.05, this point out all leadership style are significance contributor of employee's job satisfaction.

- Transformational leadership style scored high Beta coefficient which is 0.306, this indicate that transformational leaderships style has more effect on employees job satisfaction.

5.2. Conclusions

The objective of this study was examining the effect of leadership style on employee's job satisfaction: the case of ELSSE. To meet the predetermine objectives the researcher has been collected primary and secondary data. Based on this the following conclusions were drawn.

In ELSSE leaders are exercising transformational laissez-fair and transactional leadership style simultaneously, in complex situation, leaders let subordinate as they do, leaders help subordinate to develop strength, etc.. but they don't treat employees as an individual , rather they treat them as a group and leader either wait thing to go wrong before taking action or not.

During measuring employees job satisfaction, employees feel job satisfaction, they spend the rest of carrier, believe organization is the best place for them, willing to take any responsibility from enterprise, committed for work, use their potential to done better, working alertly for enterprise, but they have additional request to continue with in ELSSE.

The existed leadership styles of enterprise have correlation with employee's job satisfaction, this means all leadership style has association and strong and positive relationship with employees' job satisfaction, but there is high relation between transformational leadership style and employees' job satisfaction.

In ELSSE Employees' job satisfactions is not determined by existed leadership style, however, there is extra variables which affect employees' job satisfaction like salary, work environment, resource, management system, communication and relationship, promotion, technology, job by itself, training and development and other things.

Transformational leadership has more effect on employee's job satisfaction in Ethiopian logistic and shipping service enterprise.

5.3. Recommendations

From the summary of finding and conclusion the researcher would like to recommend the following to maximize employee's job satisfaction and other solution in the enterprise.

- ❖ ELSSE should be applying the combination of two or more leadership styles based on circumstance, because there is no best leadership style, each leadership style has their merit and demerit, therefore to maximize the benefit, ELSSE should be merging one to another leadership style to satisfy their employees more. In addition to that Most of employees have BA degree and they are young, this indicate that those employees needs inspiration, motivation, freedom, intellectual stimulation, understanding of interest by leaders, they need freedom, appraise their performance.
- ❖ ELSSE should treat employees as an individual rather than member of group, it might be difficult to satisfy each individual interest but as a leader they should give an attention for individual concern rather than group because there is a difference among individual interest in the group, therefore to give appropriate response for their concern leaders should follow and address individual feeling through their representatives.
- ❖ Enterprise should be recognizing the requirement of employees because employees have necessity to continue with ELSSE. Unless employee's turnover might be occur in the future, because if employees' requirement is not full filled, they wish other companies which satisfy their necessity, for that reason as leader manager should aware employees' requirement to satisfy them, during this time employees will spend the rest of career.
- ❖ As we see on the finding, transformational leadership style has more effect on employees' job satisfaction and relationship with employees' job satisfaction, therefore enterprise should perform the following to create better employees' job satisfaction, these are encourage followers (workers), create new environment, innovate new system and method of working assignment, believe and share organization goal to inspire them, motivate internally, using intellectual stimulation, promote new way of thinking, go beyond their personal interest for the good of group.

- ❖ ELSSE should discover another factor in the enterprise which affect employees' job satisfaction, know how employees look enterprise's salary provision, promotion, technology, and job by itself, communication and relationship, training and development and other factors.

- ❖ In addition to that the researcher recommends that leaders should facilitate opportunities to encourage and invite female employees in order to make equal proportion between gender compositions.

Reference

Ann Norton , 2007, Integrated management, 1stedn, Elsevier ltd, Netherland.

Allen Lucille, 2010,” communication and the full range leadership model: a study of the relationship between leadership style and communication apprehension communication competence and listening style, MBA thesis , CALIFORNIA State University, Sacramento.

Balkishan Sharma, 2016, a focus on reliability in developmental research through Cronbachs Alpha among medical, dental and paramedical professionals , Sri Aurobindo Medical College and P&G, Vol.3,No.4, pp.271-278.

Bateman S. & Snell A., 2003, Management: competing in the new era. 5thedn, Tata McGraw –Hill publishing company limited west Patel, New Delhi.

Beloni Joy, 2012, the effect of leadership style on employee satisfaction and performance of bank employees in bank, European journal of work and organizational psychology, vol. 8, No.1, pp.111-116.

Cetin Munever, Kalabay Erdilek Melisa & Efe Naci Mehmet, 2012, the effect of leadership style and communication competency of bank manger on employee job satisfaction: the case of Turkish Bank. 8th international strategic management conference, Procedia: social and behavioural science, No.58, pp.227-237.

Chandan S.J., 1997, Management concept and strategies, 1stedn, UBS publisher distributor pvt ltd. Ansari road, New Delhi.

Chatterjees.S., 1996, An introduction to management: its principle and technique, 12thedn, Nag enterprises, 154 Keshub Chandra Sen. Street.

Chiles Ethel, 2015, #expectation of job satisfaction based on three common leadership style; MBA thesis, Walden University.

Devi Rita, 2016, a study of relationship between leadership style, job satisfaction and organization commitment, imperial journal of interdisciplinary research ,vol.2, No.8, pp.508-513.

Goitom Abrham, 2012, Introduction to management, UD, St. Mary's university higher education series, A.A Ethiopia.

Griffin W. & Rockey W., 2000, Fundamental management: core concept and application 10thedn, Rajender K. Aryator, Poonamallee high road.

Heidi C., 2017, Does leadership matter: leadership style, job performance and job satisfaction, I-Shou University, Koohsiung, Taiwan.

Herbert G. & C. Ray, 1981, management, 1stedn, McGraw-Hill Inc, Tokyo Japan.

Ibraheem Sulieman, Mohammad Snelash & Al-Zeaad Hussein..et al., 2012, the relationship between transformational leadership and employee satisfaction at Jordanian private hospital, Journal of peer-reviewed and open access, vol.5, No.2, pp.35-46.

Itika Josepht, 2011, Fundamental of human resource management: emerging experience from Africa, ud, Africa studies centre.

Jackson H. & Mathis L., 2008, human resource management, 12thedn, Thomson learning academic resource centre, USA

James A., R. Edward & Daniel R., 2009, Management, 6thedn, Pearson education, inc, Panchsheel park, New Delhi.

James R. & George M., 2009, Contemporary management, 5thedn, Tata McGraw-Hill education private limited West Patel, New Delhi.

Kaila L.H., 2012, human resource development and organizational psychology, 1stedn, AITBS publisher, Krishna Nagar, New Delhi.

Koontz Harold & Weihrich Heinz, 1990, essential management, 5thedn, Tata McGraw Hill publishing company limited, New Delhi.

Manab Takur, Gene Burton & Rivastava N., 2002, international management: concept and case, 6thedn, Tata McGraw-Hill publishing company limited, New Delhi.

Manab Takur, Gene Burton & Rivastava N., 2002, international management: concept and case, 6thedn, Tata McGraw-Hill publishing company limited, New Delhi.

Mohammad Ikram Idrus, Djabir Hamdah, Haris Maupa..et al., 2016, Transformational leadership style effect on the job satisfaction of government employees, International journal of scientific and research publication, vol.6, No. 4, pp.12-24.

Neiel P.R., 2014, Transformational leadership and employee job satisfaction: the case Philippines Saving Bank Botangos Branch, Asia pacific journal of multidisciplinary research vol. 2, No.6, pp.6-14.

Nidadhovu Akhila, 2018, "Impact of leadership style on employee job satisfaction and organizational commitment - A study in the construction sector in India", Master's thesis, western Kentucky University.

Saeid Afshinpour, 2014, Leadership style and employee satisfaction: correlation study international letter of social and humanistic sciences, Vol.24, pp.156-169.

Ramos P. Neil. (2014). #Transformational leadership and employee job satisfaction the case of Philippines saving bank Batangos Branch ;, MBA thesis, lyceum of Philippines University –Ban tangos.

Rochelle M.B., UD, #The effect of leadership style on employee satisfaction and performance of bank employee in Bangkok, unpublished;, MBA thesis Stamford international university.

Stoner J., freeman R. & Gilbert Jr., 1989, Management, 4thedn, Prentice Hill ,Inc japan Tokyo.

Stoner J., freeman R. & Gilbert Jr., 1998, Management, 6thedn, Prentice Hill of Indian plccanuought circus, New Delhi.

Tetteh N. & Brenyah Sae, 2016, organizational leadership style and their impact on employee's job satisfaction: evidence from the mobile telecommunication sector of Ghana, global journal of HRM, vol.4, No. 4, pp.12-24.

Trence R. Mitchel, 1978, People in organization: an introduction to organization behavior, 2ndedn, McGraw-Hill, inc USA .

Voon.L.M.,Lo.C.M & Ngui S.K...et al., 2011, The influence of leadership style on employee satisfaction in public sector organization in Malaysia, international journal of business, management and social science, vol. 2, No.1, pp.24-32

Weihrich H., Koontz H., 1994, Management: global perspective, 10thedn, McGraw -Hill Education, Singapore.

Weihrich H., Vannice V. & Koontz H., 2008, Management: a global and entrepreneurial prospective. 12thedn, Tata McGraw –Hill publishing company limited, New Delhi.

Appendix

APPENDIX I
ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MBA IN GENERAL

Dear Sir/Madam

This questionnaire is prepared by Admasie Mamuye, MBA in General Management student in ST. Mary's University for fulfillment to obtain MBA Degree. The aim of this questionnaire is to collect primary data about "Effect of Leadership Style on Employee Satisfaction: the case of Ethiopian Shipping and Logistic Service Enterprise" this information is necessary for academic purpose only, you are not exposed for any harm because of the information you give. Am really appreciate in advance to your providing essential information.

Thank you so much

Instruction

- No need of writing your name
- Please read each of the following questions carefully and make tick mark (/) in appropriate box, you can't choose more than one alternative.

Part one: Demographic information

Gender:	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>		
Age:	20-25	<input type="checkbox"/>	26-31	<input type="checkbox"/>	32-37	<input type="checkbox"/>
	38-43	<input type="checkbox"/>	44-49	<input type="checkbox"/>	>=50	<input type="checkbox"/>
Education level:	Primary	<input type="checkbox"/>	High School	<input type="checkbox"/>	Diploma	<input type="checkbox"/>
	Bachelor	<input type="checkbox"/>	Masters	<input type="checkbox"/>	PHD	<input type="checkbox"/>
Year of experience:	Less than 2 years	<input type="checkbox"/>	2-6	<input type="checkbox"/>	7-11	<input type="checkbox"/>
	12-16	<input type="checkbox"/>	17-21	<input type="checkbox"/>	More than 21	<input type="checkbox"/>

Part Two: Question related with leadership Style

Instruction: please indicate your agreement level for each question

Note: Strong disagree =1 Disagree=2 Neutral= 3 Agree=4 Strong Agree=5

Nº	Statement	Agreement Level				
		1	2	3	4	5
Laissez-Fair Leadership Style						
1	In complex situation, manager let subordinate work problem out on their own.					
2	Leaders require staying out of the way of subordinate as they do their work.					
3	Leader allow subordinate to appraise their own work.					
4	Leader gives complete freedom to subordinate to solve problem on their own.					
5	Leader offer little input which prefer by subordinate.					
6	Leaders are leaving subordinate alone.					
Transformational Leadership Style						
7	Leaders treat me as an individual rather than just as a member of group.					
8	Leader helps me to develop my strength.					
9	Leaders articulate a compelling vision of the future.					
10	Leader talk enthusiastically about what need to be accomplished.					
11	Leader goes beyond self interest for the good of the group.					
12	Leader display a sense of power and confidence.					
13	Leaders get me to look at problem from many different angles.					
14	Leaders suggest new way of looking how to complete assignment.					
Transactional Leadership Style						
15	Leaders demonstrate that problem must become chronic before taking action.					
16	Leaders wait for thing to go wrong before taking action.					
17	Leaders concentrate his/her full attention on dealing with mistake, compliant and failure.					
18	Leaders keep track of all mistakes.					
19	Leaders focus attention on irregularity mistake, exception and deviation from standard.					

20	Leaders provide me with assistance in exchange for my effort.					
21	Leader discuss in specific term who is responsible for achieving performance target.					
22	Leaders make clear what one can expect to receive when performance goals are achieved.					

Part Three: Questions related with employee satisfaction

Instruction: please indicate your agreement level for each question

Note: Strong disagree =1 Disagree=2 Neutral= 3 Agree= 4 Strong agree=5

N ^o	Statement	Agreement Level				
		1	2	3	4	5
1	I would be delighted to spend the rest of my career with organization.					
2	I believe this organization is an excellent place to work.					
3	I would take almost any kinds of job responsibility to keep working for this company.					
4	I don't feel any necessity to continue with my employer.					
5	I am committed for work more than I should.					
6	I use my potential to done in a better way.					
7	I am working attentively to accomplish organizational goal.					
8	I always strive to find a better way of doing things.					
9	When I do anything successfully, I feel like a personal accomplishment.					
10	At my job, I use my skill and ability.					
11	I have all resource I need to do my job successfully.					

APPENDIX II
ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MBA IN GENERAL

Interview Question for Managers/leaders

1. What do you think about leadership style as a manager within Ethiopian Shipping and Logistic Service Enterprise?
2. How do you describe employee satisfaction as a supervisor with in Ethiopian Shipping and Logistic Service Enterprise?
3. How do you see the relationship between leadership style and employee satisfaction?
4. How do you see the effect of leadership style on employee satisfaction?
5. What do you do as a manager to maximize employee satisfaction?

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of St. Mary's university school of graduate studies. All source of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Declared by:

Name: Admaise Mamuye

Signature _____

Date _____

ENDORSEMENT

This thesis has been submitted to ST.MARYS UNIVERSITY, school of graduate studies for examination with my approval as a university advisor.

Advisor

Signature

St. Mary's University Addis Ababa

August , 2019